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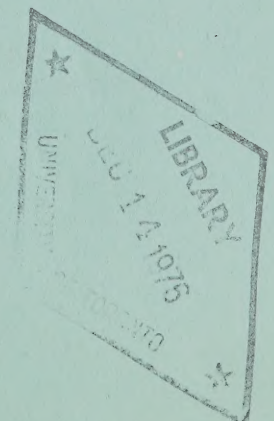
ONTARIO COUNCIL ON UNIVERSITY AFFAIRS

OPEN MEETING WITH QUEEN'S UNIVERSITY

Government
Publications

JUNE 6, 1975

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ONTARIO COUNCIL ON UNIVERSITY AFFAIRS

MINUTES

MEETING

OPEN MEETING WITH QUEEN'S UNIVERSITY

5-0139	<u>LOCATION</u>	<u>DATE AND TIME</u>
	Queen's University	June 6, 1975 9:00 a.m.

5-0140	<u>ATTENDANCE</u>
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OCUA MEMBERS

J. S. Dupré

M. A. B. Bush

W. A. Goyan

J. J. Deutsch

D. G. Hill

A. D'Iorio

A. L. McCallion

P. D. Fleck

Ronald S. Ritchie

R. Gerstein

H. H. Walker

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OCUA STAFF

J. P. Venton
Executive Secretary

N. E. Simmons
Associate Secretary

MCU (Observer)

J. P. Gardner
University Affairs Officer

COU (Observer)

C. Isaacs

QUEEN'S UNIVERSITY DELEGATES

Mr. R. Southam
Chairman of the Board of Trustees

Dr. R. Watts
Principal

Dr. D. Bacon
President, Queen's Faculty
Association

Mr. D. Bonham
Vice-Principal (Finance)

Miss M. Churcher
Senate Committee on Academic
Development

Dr. R. Fraser
Senate Committee on Academic
Development

Mr. R. Hand
Dean, School of Business

Dr. G. Harrower
Vice Principal (Academic)
Senate Committee on Academic Development

Dr. H. Kelly
Vice Principal (Health Sciences)

Mr. P. Lane
Senate Committee on Academic
Development

Dr. R. McIntosh,
Dean, School of Graduate Studies

Mr. D. Redmond
Chief Librarian

Dr. D. Sinclair
Dean, Faculty of Arts and Science

Mr. K. Swan
Senate Committee on Academic Development

Dr. R. Uffen
Dean, Faculty of Applied Science

Mr. J. Wilson
Vice-President
Alma Mater Society

Miss I. Smith
Office of Academic Planning

Dr. M. Fitzpatrick
Senate Committee on Academic
Development

Dr. K. Gunn
Office of the Vice-Principal
(Academic)

Mrs. J. Harris
Office of the Secretary of
the Senate

Dr. E. Hill
Dean, School of Nursing

Mr. R. Kennedy
Vice-Principal (Administration)

Dr. H. Love
Associate Dean,
Faculty of Arts and Science

Miss V. Morse
Senate Committee on Academic
Development

Mrs. E. Reid
Dean of Women

Mr. D. Soberman
Dean, Faculty of Law

Mr. E. Thrift
Campus Planning

Dr. D. Waugh
Dean, Faculty of Medicine

Mr. M. Creet
Office of Academic Planning

Mr. B. Trotter
Office of Academic Planning

INTRODUCTORY REMARKS

The President opened the Hearing by urging that Government explain its intentions and objectives for universities in order that Queen's might continue to plan responsibly. He then reviewed significant issues described in the brief and distributed supplementary material.

The Chairman of Queen's Board stressed that drastic changes in funding levels could cause structural damages to institutions especially when adequate lead time was not provided. Queen's Board had approved a deficit for 1975-76 in order to allow time for transition and had expressed willingness to cooperate in cutting back expenditures provided that through this process quality was not jeopardized.

In addition to matters dealt with in depth in the brief, subsequent discussion focused on the following:

AUTONOMY

The Queen's brief appeared to attribute a broader role to OCUA than exercised at present. In explanation of this position, the delegation suggested that universities currently had only the illusion of autonomy and that in recent years there had been a general failure to achieve reconciliation of the objectives and plans of the Government and those of the university system. Queen's felt that priority must now be given to cooperation between Government and universities through such mechanisms as OCUA. Such an approach would increase university opportunity to influence decisions concerning the system and hence widen the prospective for actual autonomy in internal operations. The delegation further suggested that COU by its nature as a collectivity could be expected to reach agreement on matters common to all members, but by the same token would encounter difficulty in resolution of other issues such as institutional diversity.

5-0143

FORMULA REVISION

i) Student Weights

Queen's advocated a common weight for all students in the first three years toward a Bachelor of Arts degree in order to provide flexibility and interchangeability of undergraduate programming and to avoid programmatic steering by the formula. In Queen's experience undergraduate science programmes incurred costs greater than Arts programmes and it was suggested that this difference be reflected in Science weights. The delegation agreed to provide data on the average actual undergraduate weights during the current year.

It was generally felt that weights should approximate programme costs, and that on this basis professional weights were considered inadequate.

In certain health science disciplines, notably nursing and rehabilitation therapy, the delegation stressed that student weights did not recognize the high cost of substantive faculty contact in clinical training. On a separate but related issue, interest was expressed in obtaining Ministry of Health funding, similar to that received by medical schools, to bolster other clinical training sectors of the health sciences.

ii) Enrolment Desensitization

The major thrust of Queen's proposal in this area was the establishment of fixed institutional enrolment levels and the adequate funding of universities up to these levels. It was recognized that agreement on enrolment planning for the system would be extremely difficult to achieve but the delegation felt that this would be preferable to the current situation where universities attempted to plan on the basis of unclear Government directives. Queen's expected that in this way Government and the universities would be able to bring the level of funding into line with objectives.

The delegation indicated that should this proposed approach fail, Queen's would favour building incentives and disincentives into the formula and expressed support of models proposed by the University of Toronto and the University of Western Ontario which were felt to preserve the essential character of the current formula.

5-0144

TUITION FEES

The Queen's delegation expressed the wish to increase the University's flexibility through the establishment of tuition fee levels. It was felt that the current funding system restricted responsible planning. A potential model whereby the differential between formula fee levels and university assessed fees would be provided through OSAP to students but deducted from universities' operating grants was discussed. This appeared consistent with Queen's thinking in this regard. It was noted that alternatively individual universities could provide student assistance to fund the differential between formula fees and assessed fees.

5-0145

ACCESSIBILITY

Queen's viewed assessment testing as a placement device which would have a by-product of identifying trends in levels of preparation of applicants. Implementation of standard tests on a system-wide basis was expected to increase acceptability and reduce costs. A student member of the delegation supported this approach and noted the value of such testing to the individual student as a measure of his own capabilities.

Attention was drawn to the differential between the proportion of Queen's undergraduates entering its Law and Medicine programmes. The delegation agreed to provide additional data on Medicine and Law admissions.

5-0146

GRADUATE STUDIES

The delegation saw a need for relaxation and simplification of

processes for graduate studies rationalization and spoke in favour of a method of frank peer judgement. As well, it was felt that provincial plans in a given discipline should be allowed to be more dynamic.

Queen's did not favour the identification of specialized PhD programmes in that this was felt to lock such programmes into a particular form of development with inherent effects on undergraduate and graduate programme innovations, interdisciplinary development, etc. The University suggested that emphasis should be placed on the maintenance of quality programmes and it was felt that specialized programmes were viewed as something to be restricted rather than to be built up.

The delegation noted that Queen's had run into difficulty with the ACAP process mainly in disciplines where consultants' reports had been generally recognized as less than good. It was, however, noted that the danger inherent in relying on consultants would continue to exist under the model proposed by Queen's. The delegation felt that this danger could be reduced through explicit instructions to consultants.

The recent reorganization by COU of structures governing ACAP was not viewed by Queen's as leading to a substantially changed situation.

5-0147

FINANCIAL OUTLOOK

The delegation reported that Queen's had reached a point in the current year where the quality of the institution would be adversely affected by continued capital consumption. This situation had arisen as a result of year-by-year temporary reactions to funding shortfalls. The University had felt that capital resources could be more easily rebuilt in the future than could a depleted faculty. The delegation did not favour the earmarking of funds for equipment maintenance, library acquisitions, etc. as a means of alleviating capital consumption. Indeed it was feared that this would carry with it the

danger of the remainder of operating funds becoming earmarked.

Noting that the University age-eligible sector of the population would begin to grow smaller in the 1980's, a discussion ensued of the basic planning questions - whether accessibility should be maintained in the interim to the temporary detriment of quality or whether accessibility should be limited in the interim in order to maintain quality? Queen's felt strongly that the quality which had been built up over the past ought not be sacrificed in order to meet short term demands, especially in a situation where the university system was already dangerously close to quality depletion.

A student member of the delegation stressed the importance of maintaining the quality of students in institutions noting the danger of decreasing accessibility through financial considerations.

5-0148

BRIEF FROM THE ALMA MATER SOCIETY

In reviewing their brief, representatives of the Alma Mater Society criticized the Government's lack of long range planning, in that current expense levels resulting from expansion in the 1960's had not been anticipated. As well it was felt that the concept of universal accessibility to university education reinforced through expansion of the system in the 1960s had recently been reversed by Government practices and enunciated objectives.

N. E. Simmons
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N. E. Simmons
Associate Secretary

J. S. Dupré
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J. S. Dupré
Chairman

